

# GREATER LONDON AUTHORITY

## REQUEST FOR DIRECTOR DECISION – DD2562

### Royal Docks Place and Connectivity Expenditure

#### Executive summary:

In August 2018, Mayoral Decision (MD) 2338 approved expenditure of up to £212.5m for the Royal Docks Enterprise Zone Delivery Plan to deliver an integrated and catalytic package of projects that are identified under the five strategic objectives of Place, Connectivity, Economy, Activation and Promotion. In addition, MD2338 delegates authority to the Executive Director of Housing and Land to approve, through Director Decision forms, the detailed spending proposals for the interventions outlined in the Royal Docks Enterprise Zone Delivery Plan.

In October 2018, Director Decision (DD) 2273 approved expenditure of £0.4m of the £212.5m budget mentioned above, for consultancy to support the Place theme of the Delivery Plan in 2019-20. In January 2019, DD2297 approved expenditure of £5.29m of that budget to progress projects in the Place, Economy and Connectivity themes of the Delivery Plan in 2019-20. In April 2019, DD2312 approved a further £4m of the budget for capital works to support the Place theme of the Delivery Plan during 2019-20.

This DD seeks approval for expenditure of £297,750 for projects in the Place theme of the Delivery Plan during the 2022-24 financial years.

#### Decision:

The Executive Director of Housing and Land approves:

- expenditure of up to £297,750 on the following:
  - I. a three-year contract for services from New London Architecture (NLA) to develop and deliver the London Festival of Architecture programme and annual competitions in the Royal Docks (£147,750 over three years) (see paragraphs 2.2 to 2.11)
  - II. part-funding for an increase in the staffing at the Royal Docks Management Authority Ltd (RoDMA) to reflect the increased demand for RoDMA's contribution to Royal Docks projects (£150,000 over three years) (see paragraphs 2.12 to 2.19).
- a single-source exemption from the GLA's Contracts and Funding Code to allow for the contract with New London Architecture (NLA) to be procured without a competitive procurement exercise

#### AUTHORISING DIRECTOR

I have reviewed the request and am satisfied it is correct and consistent with the Mayor's plans and priorities. It has my approval.

**Name:** Rickardo Hyatt

**Position:** Executive Director, Housing and Land

**Signature:**

**Date:**

10/1/22



## **PART I – NON-CONFIDENTIAL FACTS AND ADVICE**

### **Decision required – supporting report**

#### **1. Introduction and background**

1.1 MD2338 approved expenditure of up to £212.5m for the Royal Docks Enterprise Zone (EZ) Delivery Plan to deliver an integrated and catalytic package of transport infrastructure, connectivity, economic development, placemaking, estate management and creative programming projects that will deliver the cohesive transformation of the Royal Docks and accelerate the delivery of EZ commercial space. This consists of a £155m capital and £57.5m revenue split to fund projects for the five-year delivery period, from 2018-19 to 2022-23. DD2297, DD2312 and DD2273 approved investment in a series of projects to support the transformation of the Royal Docks.

1.2 The investment proposed in this decision will build on previous engagement and programming and further support the growth of the Royal Docks. The 2018 Delivery Plan is underpinned by a series of key objectives to support development of the EZ. These include the following:

- **Unlocking development:** A priority for the delivery team is to support the successful delivery of the key development sites across the EZ. The sites at Royal Albert Dock, Albert Island and Silvertown Quays represent considerable private-sector investment in the Royal Docks; these will need to be supported by a coordinated and comprehensive package of public investment in promotion, place-making, transport infrastructure and activation to help bring them to life. The programme carried out under DD2297, DD2312 and DD2273 in 2019-20 included works to support these developments. The investment proposed in this decision will enable the Royal Docks Management Authority Ltd (RoDMA) to increase its involvement and support in unlocking the development sites.
- **Maximising key gateways:** Another priority for the delivery team is to capitalise on the unique circumstances and assets in the Royal Docks to drive transformation. Three strategically important locations – the Custom House interchange (the DLR and the Elizabeth Line), London City Airport and Royal Victoria Dock – have been identified as important gateways to the Royal Docks. These will be a priority for intervention within the delivery plan period, with investment focused on enhancing the overall environment, offer and user experience.
- **Connecting corridors and communities:** Whilst the Royal Docks is well served in terms of transport infrastructure with excellent road, rail and air links, the public realm offers very poor permeability (in terms of walking and cycling) across the different sites. Significant investment is required to ensure proper linkages and safe and attractive routes between these areas as well as enabling effective integration between existing and emerging communities.

1.3 The additional staff resource at RoDMA, and the programming of the London Festival of Architecture (LFA), will provide support to the Royal Docks team (RDT) to deliver the above vision.

#### **2. Objectives and expected outcomes**

2.1 This DD seeks approval for investment of up to £297,750 in projects from the delivery plan as set out below. Expenditure falls into the following categories:

- a three-year contract for services with New London Architecture (NLA) to develop and deliver the LFA programme and annual competitions in the Royal Docks (£147,750 over three years)
- part-funding an increase in the staffing at RoDMA to reflect the increased demand for RoDMA's input into Royal Docks projects (£150,000 over three years).

### LFA Programme

- 2.2 This decision is seeking approval for £147,750 over three years, from 2022 to 2024.
- 2.3 The LFA is the world's largest annual architecture festival, with a programme of events and activities taking place right across London every June. From its founding in 2004, the LFA has worked with boroughs, developers, architects, designers and landowners to build architectural installations, temporary interventions, public realm improvements, outdoor exhibitions, parties, walking and cycling tours, and much more – all whilst showcasing the creative and architectural talent of the city. The LFA programme seeks to promote design quality, innovation, and the quality of London's architectural and design community.
- 2.4 Since 2017, the RDT has worked with the LFA to specifically deliver a programme of activities and events around the Royal Docks, helping to position the area as one of the leading architectural and cultural destinations in the capital. Programming also included the Pews and Perches competition in 2019 and 2020; and an invitation to architecture and design students, recent graduates, and emerging practitioners to design and install a playful take on street furniture that can celebrate the Royal Docks and its communities.
- 2.5 In 2020, the festival did not take place in its normal capacity, due to Covid-19. Nonetheless, the LFA team was able to run an extremely successful digital festival in its place, including two bespoke digital projects that were curated and delivered by the LFA team. The first of the digital projects focused on conversations with designers from the Pews and Perches competition, while the second explored five infrastructure projects in the Royal Docks. Following the second edition of the Pews and Perches competition in summer 2020, five winning designs were installed in November 2020 across the Docks. The project also included an audio guide, and a podcast episode produced by the LFA team that included conversations with the winning designers.
- 2.6 The RDT is now proposing a three-year contract for services via a single-source request with NLA to enable the LFA to be delivered at the Royal Docks between 2022 and 2024. The NLA is a unique body in London promoting the LFA process to promote architectural and design quality. This is distinct from architectural design services that would be procured. For this reason, there is no competitive process for NLA's appointment. A three-year contract of services will enable more effective planning and programming of the festival, with more time to deliver completions; increased flexibility of the programme; and an opportunity to build relationships with stakeholders and the community.
- 2.7 The three-year contract for services will be split into two sections each year:
- part 1: LFA Destinations (previously known as Festival Hubs)
  - part 2: an annual design competition, such as the Pews and Perches competition.

- 2.8 Part 1, LFA Destinations (previously known as Festival Hubs), helps to shape the festival's core programme for a range of audiences – all aimed at increasing footfall and recognition, and highlighting the unique architecture and creativity of the area. The festival team has developed a wealth of experience at engaging new and existing stakeholders to help them to design and deliver quality festival programming in the area. Bespoke programming and curatorial support will be provided from the LFA to bring and promote the Festival to the Royal Docks.
- 2.9 It is proposed that the LFA Destinations contract for services 2022-24 will include:
- a programme of events with local business and partners, including a digital workshop for all the interested RDT partners
  - enhanced promotion of all the festival events organised by RDT and local stakeholders through the LFA website, social media and press
  - a programme of podcasts, short videos and social media responding to the annual theme, to engage the public in the stories found in the Royal Docks
  - support in promoting design guides and other relevant RDT outputs (e.g. through a digital exhibition).
- 2.10 With regards to part 2, an annual design competition, and building on the success of the Pews and Perches design competitions in 2019 and 2020, the LFA proposes running further editions of the project. This is to showcase emerging architectural and design talent to hundreds of thousands of people, while testing ideas and transforming the public realm of the Royal Docks from a fresh perspective. The LFA will work directly with the RDT to identify specific sites and opportunities for community engagement.
- 2.11 It is proposed that tasks related to the LFA Annual Design Competition tasks 2022-24 will include:
- managing the competition process including the submission process and administration of entries
  - managing the establishment and coordination of a judging panel and process
  - promoting the competition through the LFA website, social media and PR channels in cooperation with each other
  - managing the relationship with competition winners to make sure the project is delivered as per submission and to an agreed timeframe
  - organising project photography and recording individual podcasts on the winning designs
  - managing the media promotion of the winning teams and build designs, in collaboration with the design teams and the RDT.
- 2.12 The NLA has a good knowledge of the Royal Docks, and has proven through the previous year's programme that it can deliver the LFA. As such it makes a positive contribution to the GLA's stated aims of transforming the Royal Docks and helping to establish the area as a new cultural destination and home to creative industries.

## RoDMA

- 2.13 This decision is seeking approval for £150,000 over three years, including financial years 2022 to 2024.
- 2.14 RoDMA is responsible for management of the water and associated assets in the Royal Docks. Its core work is to maintain water levels and water quality, as well as the various pieces of infrastructure around the Royal Docks. This work is crucial to the safe and efficient operation of the Royal Docks. The GLA has shares in RoDMA, and RoDMA leases its premises from the GLA.
- 2.15 Prior to the establishment of the RDT and the approval of the Delivery Plan, the requirement for RoDMA to provide input and comment into proposals, or to manage increased activity on the water, or to provide consents and licences, was limited. The RoDMA staff team was therefore built around that level of activity.
- 2.16 As the RDT implements the EZ Delivery Plan and its ambition for the area – to “restore a sense of place and purpose to the Royal Docks” – the level of work for RoDMA, outside its core work, has increased and will continue to do so.
- 2.17 There is a direct interface between RoDMA and each of the EZ development sites, as well as numerous points at which RoDMA input is essential to Delivery Plan projects.
- 2.18 The progress being made by the RDT with the development partners, on the Cultural Programme and on the Place theme has rapidly and substantially increased the level of input required from RoDMA. Therefore, the capacity in RoDMA needs to be increased to reflect this.
- 2.19 Additional work will be needed by RoDMA to support the development sites and the Cultural Strategy in particular, as well as work to activate the water. For that reason, it is proposed to use Place theme monies to provide RoDMA with additional staff resource to engage with this work in a timely manner, without detracting from its core work.
- 2.20 An additional level of budget of £150,000 is requested to fund the costs of a new staff member at RoDMA over three years. This funding will be paid by way of funding agreement with RoDMA.

### **3. Equality comments**

- 3.1 Under section 149 of the Equality Act 2010 (the Equality Act), as a public authority, the GLA must have ‘due regard’ to the need to eliminate unlawful discrimination, harassment and victimisation; and to advance equality of opportunity, and foster good relations, between people who share a protected characteristic and those who do not. Protected characteristics under the Equality Act comprise age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation, and marriage or civil partnership status.
- 3.2 When considering the needs of the existing community and those that will be affected by the proposed projects outlined in this paper, any activity will look to minimise disadvantages to all protected characteristic groups within society. This decision is therefore not expected to have any negative impact on persons with a protected characteristic under the Equality Act.

- 3.3 Equality impact assessments will be undertaken to ensure the relevant characteristics of the Equality Act are considered by the GLA. Impact assessments will determine whether any persons with protected characteristics will be unduly impacted by the activities anticipated by this Director's Decision and the course of action to mitigate any impacts.
- 3.4 The Royal Docks Accessibility and Inclusivity Design Guide will also be considered through the development of the festival and the interventions being delivered. The LFA events will be diverse, inclusive and open to all. The Pews and Perches competition will target new architects and designers, small businesses, graduates, and students; diversity and equality assessments will be made through the selection process.

#### **4. Other considerations**

##### Risks and issues

- 4.1 The primary risks for the project relate to expenditure and programme. Considerable work has been done with the LFA and RoDMA to ensure that the cost estimates are realistic.
- 4.2 Covid-19 also poses a risk for the LFA programming; if required, programming will be moved online where possible.
- 4.3 The LFA programming will be scoped and progressed following discussions with local stakeholders and community partners to ensure buy-in.

##### Mayoral policies and strategies

- 4.4 These projects will support the implementation of a number of the Mayor's policies outlined within the New London Plan, A City for All Londoners, Healthy Streets Approach, London Environment Strategy and is aligned with the Mayor's Equalities Framework to consider the requirements of relevant equalities groups.

##### Single-source request

- 4.5 A single-source decision is requested, in accordance with section 10.1 of the GLA's Contracts and Funding Code, because of a lack of competition and continuation of existing programme. The LFA is unique in London: it is the only opportunity that exists for the Royal Docks to be involved in a truly London-wide architectural festival, indeed, the world's largest such festival.
- 4.6 To be involved in the LFA as proposed in this form, then the GLA must contract with the NLA as the single custodians of the festival.
- 4.7 The GLA is nevertheless mindful of the need to secure value for money. Clear contract requirements, scope of work, cost breakdowns and benchmarking with other similar activities will be specified by the RDT and regular review meetings will take place to bear down on costs. The RDT have experience of other arts and cultural festivals against which NLA/LFA costs and fees can be benchmarked.

## Declaration of interest

4.8 The author of this report is the Royal Docks Project Manager. The Assistant Director for Strategic Projects and Property, the Royal Docks Programme Director, and the Head of Placemaking and Development are Directors of RoDMA. They will be involved in the implementation of the project approved under this decision and were not involved in the drafting or clearance of this decision. This interest has been previously declared. The GLA also has shares in RoDMA, and RoDMA has a lease of its premises from GLA.

## 5. Finance comments

5.1 This decision requests approval for up to £297,750 of expenditure from the Royal Docks EZ approved budget for 2022-24 Place and Connectivity Activation programmes, as summarised below:

	2022-23	2023-24	2024-25	Total agreed to date
Revenue (LFA Programming and competition costs)	£49,250	£49,250	£49,250	£147,750
Revenue (RoDMA staffing costs)	£50,000	£50,000	£50,000	£150,000
<b>Total</b>	<b>£99,250</b>	<b>£99,250</b>	<b>£99,250</b>	<b>£297,750</b>

5.2 The expenditure will be funded from the £212.5m Royal Docks EZ Delivery Plan Budget (MD2338) and will be incurred £99,250 in 2022-23, £99,250 in 2023-24 and £99,250 in 2024-25 financial years.

## 6. Legal comments

6.1 The foregoing sections of this report indicate that the decisions requested of the Executive Director concern the exercise of the GLA's general powers, falling within the GLA's statutory powers to do such things considered to further or that are facilitative of, conducive or incidental to the promotion of economic development and wealth creation, social development or the promotion of the improvement of the environment, in Greater London.

6.2 In implementing the proposals in respect of which a decision is sought, officers should comply with the GLA's related statutory duties to:

- pay due regard to the principle that there should be equality of opportunity for all people
- consider how the proposals will promote the improvement of health of persons, health inequalities between persons and to contribute towards the achievement of sustainable development in the United Kingdom
- consult with appropriate bodies.

- 6.3 In taking the decisions requested, the Executive Director must have due regard to the Public Sector Equality Duty under section 149 of the Equality Act 2010, namely the need to eliminate discrimination, harassment, victimisation and any other conduct prohibited by the Equality Act 2010, to advance equality of opportunity between persons who share a relevant protected characteristic (age, disability, gender reassignment, pregnancy and maternity, race, gender, religion or belief, sex, sexual orientation) and to foster good relations between persons who share a relevant protected characteristic and persons who do not share it. To this end, the Executive Director should have particular regard to section 3 (above) of this report.
- 6.4 Section 2 of this report indicates that the sought budget will amount to the provision of grant funding and not payment for services. Officers must ensure that the funding is distributed fairly, transparently, in accordance with the GLA's equality policy, subsidy control rules and in a manner, which affords value for money in accordance with the GLA Contracts and Funding Code. Officers must ensure that an appropriate funding agreement is put in place and executed by the GLA and the recipients before any commitment to funding is made.
- 6.5 Section 10 of the GLA Contracts and Funding Code (the Code) requires the GLA to seek a call-off from a suitable framework where possible or, if not, undertake a formal tender process to procure such services in relation to all contracts for goods or services with a value above £10,000. However, the Executive Director may approve an exemption from this requirement under section 10 of the Code upon certain specified grounds. Section 10 of the Code also requires the GLA to explain how it intends to obtain value for money when seeking an exemption from the Code.
- 6.6 Section 10.1 of the Code states that one reason for an exemption is where there has been previous involvement in a specific current project that cannot be separated from the new project/work. Officers have indicated in section 1 of this report that this ground applies, and that the proposed contract affords value for money.
- 6.7 Officers must ensure to append a completed single-source request form to this decision form in accordance with section 10 of the Code.
- 6.8 On this basis the Executive Director may approve the proposed exemption if satisfied with the content of this report.

## **7. Planning delivery approach and next steps**

- 7.1 The projects proposed in this package have largely independent programmes, but below is an overall guide to activities in the coming months:



<b>Activity</b>	<b>Timeline</b>
Director's Decision considered at Corporate Investment Board	January 2022
Funding Agreement Awarded to RoDMA	January 2022
Contract for Services awarded to LFA	January 2022
LFA planning	February 2022-24
Delivery of LFA	June 2022, June 2023 and June 2024

**Appendices and supporting papers:**

Single-source request form

**Public access to information**

Information in this form (Part 1) is subject to the Freedom of Information Act 2000 (FOI Act) and will be made available on the GLA website within one working day of approval.

If immediate publication risks compromising the implementation of the decision (for example, to complete a procurement process), it can be deferred until a specific date. Deferral periods should be kept to the shortest length strictly necessary.

**Note:** This form (Part 1) will either be published within one working day after approval or on the defer date.

**Part 1 Deferral:**

**Is the publication of Part 1 of this approval to be deferred? No**

**Part 2 Confidentiality:** Only the facts or advice considered to be exempt from disclosure under the FOI Act should be in the separate Part 2 form, together with the legal rationale for non-publication.

**Is there a part 2 form – No**

**ORIGINATING OFFICER DECLARATION:**

Drafting officer to confirm the following (✓)

**Drafting officer:**

Rosie Hardicker has drafted this report in accordance with GLA procedures and confirms that:

✓

**Assistant Director/Head of Service:**

Heather Juman has reviewed the documentation and is satisfied for it to be referred to the Sponsoring Director for approval.

✓

**Financial and Legal advice:**

The Finance and Legal teams have commented on this proposal, and this decision reflects their comments.

✓

**Corporate Investment Board:**

The Corporate Investment Board reviewed this proposal on 10 January 2022

✓

**EXECUTIVE DIRECTOR, RESOURCES:**

I confirm that financial and legal implications have been appropriately considered in the preparation of this report.

**Signature**

*D. Gane*

**Date**

**11/1/22**

